



November 2009

HORIZONS

Nurse Leader of the Year 2009 - Joan Beglinger



It is my great pleasure to introduce our W-ONE 2009 Nurse Leader of the Year, Joan Ellis Beglinger. Joan is currently the Vice President for Patient Care Services at St. Mary's Hospital in Madison and a member of W-ONE for the past 24 years. She has served on the W-ONE Board and co-authored our position paper on standards for appropriate staffing in the State of Wisconsin. Joan is a Fellow in the American College of

Healthcare Executives (FACHE) and an expert in the professional practice model, shared governance.

After coming to St. Mary's in 1991, Joan quickly introduced the shared governance model which has now reached a level of maturity that attracts visitors from as far away as Singapore and Brazil. In 2002, St. Mary's achieved Magnet recognition, with redesignation in 2006. She uses a creative approach to "grow-your-own" Nursing Specialists at St. Mary's. This has included tuition support, paid study time, and mentoring which resulted in these nurses being empowered to reach their full potential.

Joan and the clinical staff of St. Mary's initiated a national biennial nursing conference that features both speakers who are naturally known and St. Mary's nurses who share best practices. Joan presents regularly at this event and other national and international meetings. Joan has also authored or co-authored numerous articles in peer-reviewed professional journals over the past 20 + years.

Last, Joan is active in her community and applies her talents to enhance linkages and education beyond the doors of the hospital. She is a clinical professor at the UW Madison School of Nursing and serves on the Advisory Council on Programs for Nursing at Edgewood College. She has worked with the United Way and Ronald McDonald House charities as a board member. Joan has also worked collaboratively with Meriter Hospital to develop a parish nursing program whereby nurses partner with the faith communities to provide a holistic approach to health care.

Joan's letters of support note her steadfast leadership despite many barriers and her ability to deliver data-based hard outcomes that demonstrate positive results in the areas of clinical outcomes, patient satisfaction, staff satisfaction and financial results. As noted by Dr. John Butler, the VP of Medical Affairs at St. Mary's, "Joan Beglinger is a true compassionate leader who values and is valued by her colleagues, her staff, and most importantly, the patients we serve. I highly recommend Joan for the award of 2009 "Nurse Leader of the Year."

Congratulations, Joan, on this much-deserved accomplishment.



President's Message

My two years as President of the Wisconsin Organization of Nurse Executives has flown by, and this is my last President's message. Paula Hafeman will assume the role of President in January, and I will stay on the Board as immediate past president for the next year to allow for a smooth transition as provided in our bylaws. We continue to be a strong organization thanks to the enthusiastic support of our members. It is our continued desire to be an organization relevant to the needs of our members and whose presence is "value added."

It is my honor to announce the results of our recent Board and Officer election. The three Board positions will be filled by Connie Bradley, Suzanne Marnocha and Ellen Zwirlein. The new Treasurer is Sally Lersch. The Nominations Committee vacancies will be filled by Sharon Bergsholm and Sara Carpenter. Thank you all for your willingness to serve and to everyone who agreed to be on the ballot. My most sincere appreciation also for a job well done by our outgoing Board members, Doris Mulder and Jan Giedd; and our Treasurer, Betsy Benz. It has been a pleasure working with all of you!

Upcoming events include the Chapter Leaders Meeting on December 3 and 4 in Philadelphia. Paula and I will attend that meeting on your behalf and will report back significant actions and activities to the board and to the W-ONE membership via this newsletter. In January, our annual Strategic Planning Retreat will take place at the WHA Headquarters in Madison. Last, mark your calendars for the W-ONE Spring Meeting scheduled for April 22 and 23 in Green Bay. It is an excellent opportunity to enhance our knowledge and discuss possible solutions to the challenges we all face.

In addition to participation on the various W-ONE committees and educational programs, encourage you all to be politically active. Advocacy must be a critical role of the nurse leader. Earlier this year, W-ONE members provided oral and written testimony opposing mandatory overtime legislation. Our Legislative Committee has also put the finishing touches on our position statement related to staffing ratios. Shaping health care policy has a direct impact on each of our organizations and the care we are able to provide to the patients within our communities. Please be sure to stay abreast of the issues that affect us and provide feedback to our legislators. There truly is strength in our collective voice.

Thank you all for your support and confidence during my term as President. I am excited to work with Paula during the upcoming year as she is a talented leader who will very ably lead our organization going forward. Please contact either of us with any thoughts on how we can further enhance the value of W-ONE and with any ideas for our strategic plan.

**Respectfully,
Peg Ose
W-ONE President**



Horizons is published quarterly as the newsletter of the Wisconsin Organization of Nurse Executives. Articles on nursing, management and health care issues, and letters to the editor are welcome. Display and classified advertising are accepted. For information, contact the editor.

2009 W-ONE Board of Directors: President, Peggy Ose; President-elect: Paula Hafeman; Treasurer, Betsy Benz; Secretary, Peg Haggerty
2009 W-ONE Board Members: Ellen Zwirlein, Doris Mulder, Jan Bauman, Janice Giedd, Amy Dwyer, Susan Peterson
Editor: Carol Winegarden

AT THE BEDSIDE: STAFF NURSES AND QUALITY

Good ideas on engaging staff nurses in quality

Staff Nurse Involvement in Quality Enhanced with Unit-Based Leadership Model
By: Sandra Seibel, QIRN and Michelle LaFleur, RN, Director of Quality Improvement
Gundersen Lutheran Hospital, La Crosse

In 2008, Gundersen Lutheran implemented a unit based model that provides support to patients and staff using a leadership team approach. The unit leadership team is composed of a clinical manager, an advance practice nurse (APN), a nurse educator, and a quality improvement nurse (QI RN). On the unit, the QI RN is available daily for staff. This direct and easy contact assures that work can be made less difficult as issues are identified and resolved. At the organizational level, the QI RN is an invaluable aid in helping managers/units reach targets set for Gundersen Lutheran initiatives and ensure that changes are standardized and implemented horizontally.

Prior to implementation of this model, unit staff would independently identify and attempt to fix a problem that was occurring on the nursing unit. Unfortunately the result often did not fix the problem as the underlying cause was not identified. Quick response to a problem, called a band-aide approach, frequently did little to resolve the issue and often buried the real problem under layers of quick fixes.

Today each staff nurse has access to the very visible QI RN, who acts in partnership with the unit manager, advance practice nurse, and nurse educator to encourage and develop staff nurse interest and participate in quality which also enhances meeting the quality and safety needs of the unit and helps meet the strategic priorities of Gundersen Lutheran. The QI RN brings understanding of process, dedicated time, and unbiased observation as tools to assist identification of existing issues and engaging staff in the process of problem solving. The role brings easy access to staff nurses who can be involved in quality processes with the support of an expert without every leaving the unit.

Following are examples of a unit not meeting organizational targets and how staff engagement in the QI process helped identify the underlying causes and what actions were needed to resolve them.

Gundersen Lutheran initiative to reduce the number of falls by 30%:

In 2008, Gundersen Lutheran challenged employees to work together to decrease the number of falls by 30%. Each unit was advised of their goal based on the number of falls that had been reported by their unit in 2007. The nurse educators provided education to all nursing staff on what was considered a reportable fall, why the number of falls needed to be reduced, and how targeted hourly rounding has been shown to be an effective tool in decreasing falls. Targeted hourly rounding logs were developed and signage was posted in patient rooms and bathrooms. Nurses were instructed to begin educating patients on the increased fall risk that comes with hospitalization. Unfortunately, there was no immediate decrease in the number of falls.

In an attempt to identify why there had been such a minimal response to the interventions, audits and focused conversations with staff occurred. It was discovered that the meaning of the patient room and bathroom signs were not clear to patients and design of the targeted rounding logs did not meet the needs of the staff. Both the signs and the rounding logs were revised. Safety huddles were implemented and held after each fall. Information learned from these huddles resulted in development of guidelines to help nurses anticipate the need for low beds and floor mats for patients at risk of falling. As staff began to recognize that their input

[...more information on page 4](#)

was valuable, more ideas came pouring in. There were suggestions to create 'Activity Circles' to indicate what ambulation aids are needed to assist the patient safely and have 'Purple Patrols' in place to help staff. The Purple Patrols are staff members who have agreed to monitor and assist staff in becoming more effective with targeted hourly rounding. They have purple candy to distribute as positive reinforcement when targeted rounding has been completed as per guideline. Another suggestion from staff that was implemented was the development of round purple door cards to signify those patients who require special care. As a result of better identification of high risk fall patients and staff engagement in the quest to reduce patient falls, this particular unit exceeded their goal of reducing falls in 2008.

Gundersen Lutheran initiative to complete medication reconciliation (med rec) on at least 90% of all patients on admission and discharge.

After mapping out the process of admission and discharge medication reconciliation and months of auditing, two problems were identified. There was confusion regarding who was responsible for med rec when Hospice patients were admitted and who was responsible to put a copy of discharge med rec in the patient's chart. Once roles and responsibilities were clarified and communicated to staff, issues were resolved and the organizational target of 90% med rec completion at both admission and discharge was attained and exceeded. Continued monitoring showed that the unit has sustained success. Without staff input, neither of these concerns could have been resolved.

Aligning Forces for Quality is supported by the Robert Wood Johnson Foundation, through a grant to the Wisconsin Collaborative for Healthcare Quality (WCHQ). In Wisconsin, Aligning Forces for Quality is a joint project by the WCHQ, WHA, and other organizations.

Update on WHA Quality Measures Team And CheckPoint

Susan Peterson, W-ONE Board Representative

The WHA Quality Measures Team met on September 18. Some of the key discussion points were:

- Pat Schroeder (former W-ONE board member) was thanked for all her contributions as chairperson of the group as she now relinquishes that role.
- The quality measure "AMI-7A Fibrinolytic" was recommended for removal from the CheckPoint site as few hospitals in the state report this measure and the denominator is very low when reported.
- Phase V measures that have not been posted yet on CheckPoint but are in the planning stages include the Surgical Care Improvement Project (SCIP) Outpatient Surgery, ER transfers to another facility for heart attack patients, Hospital Acquired Infections (HAI) and Stroke.
- For the next phase of adding measures, the team brainstormed a list of potential measures that will be researched and analyzed against a set of criteria for posting to the CheckPoint site.

Some of the possible measures are:

- Culture of Patient Safety Survey results
- Efficiency measure such as length of stay
- Falls
- Pressure Ulcers
- Hospital acquired conditions
- Readmissions rate
- Nurse sensitive measures
- National Patient Safety Goals
- AHRQ Patient Safety Indicators

If you have any questions or comments, please do not hesitate to contact me at susan.peterson@phci.org.

Wisconsin RN Workforce Survey

The Opportunity to Chart the Future of Nursing

On June 29, 2009, the Governor signed into law the 2009 Act 28 budget which launched a provision that requires nurses to complete a survey as a condition of their license renewal process to begin in January, 2010. The Departments of Workforce Development (DWD) and Regulation & Licensing (DRL) have sought assistance from the Wisconsin Center for Nursing as well as other nursing and health care organizations to develop an e-survey. The data from this survey will answer questions about nurses in Wisconsin such as when they plan to retire, their education, how many hours they work and jobs they hold, their commuting distances, their desire to further their education, and why some are not choosing to remain in nursing.

What we're doing in Wisconsin is part of a national initiative to address the impending nursing shortage. The U.S. Department of Labor Statistics indicates that "Employment of Registered Nurses is expected to grow faster than the average for all occupations through 2012...more new jobs are expected to be created for RNs than for any other occupation. Thousands of job openings also will result from the need to replace experienced nurses who leave the occupation."

According to Wisconsin's Department of Workforce Development Secretary Roberta Gassman, "Wisconsin will soon have more jobs for Registered Nurses than we have people to fill them. We need more than 8,000 nurses every year for ten years to fill new jobs and replace health care workers who quit or retire." Nurses must take the lead in addressing the nursing workforce crisis.

Once the data are analyzed, the Wisconsin Center for Nursing, collaborating with health care and nursing organizations in Wisconsin, will develop a state-wide strategic plan to address workforce needs in Wisconsin. The plan will:

- Analyze and seek resolution of regional and specialty shortages
- Monitor and evaluate trends in nursing supply and demand
- Develop recruitment and retention strategies across the continuum of care
- Support the expansion of capacity in our nursing program

The process for RN license renewal and accompanying survey will begin on January 1, 2010, and end February 28, 2010. It is the third web-based survey conducted by the state. RNs can complete the survey from their home computers, at DWD Job Centers across the state, or at public libraries. All information received from RNs is kept strictly confidential and is not identifiable. Many health care employers are also providing access to computers at their work sites. If RNs are unable to complete the e-survey, they can do so by telephone through a secure toll-free number.

The Wisconsin Center for Nursing is pleased to assist the state in developing a strong plan for the future so that policy makers, employers, and nursing education programs can guarantee that our state continues to provide quality health care by ensuring an adequate number of nurses in Wisconsin.

Sue Schuler, MSN, RN
President, Wisconsin Center for Nursing

Program Planning Committee

The Planning Committee met to start putting together the 2010 state conference in Green Bay. The dates are April 21-23, so please mark your calendar. We have a list of speakers we will be contacting over the next month. Thanks to those of you who made suggestions on the evaluations. We review and discuss the results to make improvements each year. As of yet we do not have a theme, but will finalize it at our next meeting. We will continue to put a call out for poster presentations from graduate students as an avenue to present their research.

Jean Surguy

Membership Committee Report

As we gear up for 2010 Membership Renewal, members will notice additional options available:

- New in 2010 will be the option to renew completely on line. If a member renews online, payment will have to be via a credit card.
- Renewal notices will be mailed out with a hard copy of the renewal form in 2010 as in other years. This will be evaluated and may be discontinued after this year for a cost savings.
- Members can also print the renewal form from our website www.w-one.org, complete and mail in with payment.

The Membership Committee completed a phone and email survey of new members in 2009. Thanks to those that took the time to talk to or email responses to the survey. We were not able to get everyone, but we got a great sampling. There were many positives about the organization, and also great suggestions for change and ways to add additional value to our membership. These will be presented to the W-ONE Board at the next meeting in November for further action.

Key points from the survey:

- Our new members in 2009 come from a variety of practice settings, including ED, OR, OB, Peds, Leadership, ICU, Oncology, Infection Control, Administration, Psychiatry, Employee Health, Med/Surg, Radiology and others
- Our new members have been in their position anywhere from two months to eight years prior to joining W-ONE
- They joined for support, networking, professional development, learning opportunities, and resurgence of passion (I really like that one)
- All are planning to renew in 2010--there was one exception, this member's email address in our records was not accurate so nothing had been received. This was corrected as a result of the phone call and hopefully this will result in all 2009 members renewing in 2010. It is also a reminder that if you have changed your contact information or are not hearing from W-ONE, getting Horizons, etc., let someone know so it can be corrected.

The next Membership Committee meeting will be Friday, March 5, at 12 at the WHA office in Madison. Please contact me or any Membership Committee member with any member concerns.

Submitted by Doris Mulder
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W-ONE Legislative Committee

The W-ONE Legislative Committee met October 27, 2009 in a hearing room on the fourth floor of the Wisconsin State Capitol Building. The agenda included an update on Mandatory Overtime and Staffing Transparency as well as information on making legislative visits. Committee members then visited the office of their individual Senators or Representatives. The purpose of the visits was to share the W-ONE position and white paper on the bills Banning Mandatory Overtime (SB 108/AB 152). New information on the fiscal notes attached to these bills was shared in these meetings and is projected to be over \$5,000,000 for state health care agencies. Visits included: Sen. Luther Olsen/staff, Rep. Ted Zigmunt, Sen. Tim Carpenter, Sen. Rob Cowles/staff, Sen. Mark Miller/staff and Sen. Robert Wirch.

Committee members also offered to provide their elected officials and staff with input and feedback on other health related issues. The group stopped in the Senate Gallery to view the State Senate which was in session as they left the Capitol. This was the second opportunity provided to W-ONE Legislative Committee members to update their knowledge on current proposed legislation and visit their legislators. Other W-ONE members continue to host legislator visits at their hospitals to discuss current issues to assure W-ONE positions are shared. If you would like further information on the status of SB 102 and AB 152, please contact Mary Beth White-Jacobs or Mary Cieslak-Duchek.

Excellence in Nurse/Physician Relationships

W-ONE leadership is committed to providing a recognizable relationship between its strategic goals and the AONE Guiding Principles. This article is written to highlight this important topic for nurse leaders who are responsible for healthy work environments across the continuum of health care settings. The following content flows from the AONE document which can be located on the AONE website.

Excellent working relationships between nurses and physicians are key to creating a productive, safe, and satisfying practice environment. The patient and the patient's family benefit from care delivered by a team practicing within this environment.

Senior leadership in healthcare organizations must support the development of excellent relationships and, more importantly, create an environment that sustains and nurtures these critical relationships.

Principle: Interdisciplinary collaborative relationships are promoted, nurtured and sustained.

1. Nurse and physician teams are given formal training in communication skills, leadership development, problem solving, conflict management, development of emotional intelligence, and team functions.
2. Nurse/physician leadership teams are identified to lead the work at the unit level.
3. All organizational task forces include representatives from those stakeholders closest to the issue.
4. Teams develop common values for their interdisciplinary collaboration.
5. Nurse/physician collaborative champions are identified at the hospital and unit level.

Principle: Excellence in relationship building begins with hiring, continues with learning and developing together and is reinforced over time together and is reinforced over time.

1. Employees, both nurses and physicians, are hired using behavioral interviewing to

ascertain a good fit with the organization, teams, values, culture, and behavioral expectations.

2. Education and team training is done in work teams, as described in the Institute of Medicine reports.

Principle: The organization has specific systems for reward, recognition, and celebration.

1. There is alignment of purpose among the disciplines regarding reward/recognition & celebration.
2. Awards, recognition and celebration are public and visible and across disciplines and teams.

Principle: The organization supports the "Platinum Rule" with a specific Professional Code of Conduct that includes a system to support it.

1. The Platinum rule states: "Do unto others as THEY would have you do for/unto them." This principle speaks to treating others as they want to be treated, not necessarily how you would want to be treated.
2. Code of Conduct for all professionals that outline behavioral expectations.
3. There are identified coaches and mentors for the professionals on site in the work place.
4. Processes to identify and address conflict situations before they become a crises.

Principle: The organization creates and supports a "Just & Fair" environment.

1. There is a systems approach to management and decision-making.
2. Language for reporting and safety is analyzed to assure that it is "Just & Fair."
3. Processes exist for multidisciplinary critical incident debriefing.

....continued on page 8

Principle: The work of all professional caregivers is seen as interdependent and collegial.

1. The culture of team includes all disciplines providing care on a unit.

Principle: Cross-discipline job discovery is supported and encouraged.

1. All disciplines are educated in the role/responsibility of their colleagues.

Principle: Patient-focused care and better patient outcomes are the organizing force behind creating a collaborative environment.

1. Work is directed toward identifying and measuring those outcomes that are sensitive to the function of collaboration.
2. Patient-centeredness is a key focus for processes.

Shirley Larson & Betsy Benz

Statewide Leadership Mentoring Program Available from Wisconsin Organization of Nurse Executives (W-ONE)

Almost every day of our nursing leadership careers, there is something new to be learned. We regularly look to someone who is adept at offering advice on difficult situations and decisions and who is able to navigate through the complex and multi-faceted world of health care. These mentors are truly the unsung heroes of our profession, their importance paramount to the continued success of nursing leadership. At a time when the challenges facing our profession are daunting, we are fortunate to be able to rely on our mentors, who have navigated the waters and serve as beacons of sage wisdom. The continued success of our profession is dependent on sustained and efficacious mentor relationships.

We have all known individuals who were critical to the successful completion of our training. The common thread in mentorship is that someone with knowledge and experience on the subject took the time to educate a fellow nurse leader or aspiring nurse leader. Often the true value of time spent in the mentorship process is never recouped; however, rest assured that the lifelong attainment of knowledge is priceless. These days when our time is so taxed, the mentorship process is still an invaluable part of our work for both the mentor and the individuals who benefit from his or her experience, knowledge, and wisdom.

The Wisconsin Organization of Nurse Executives (W-ONE) continues their role of being a key resource for nurse leaders and aspiring nurse leaders in Wisconsin. W-ONE is committed to provide the desired mentors for any nurse leader or aspiring nurse leader that is interested in developing a mentor/mentee relationship. You do not need to be a W-ONE member to take advantage of this wonderful opportunity. We do hope that once you see the benefits that W-ONE provides you will join our team.

Please go to W-ONE's web site www.w-one.org to access information and the ToolKit for the Leadership Mentoring Program. You will be able to choose from many seasoned nurse leaders within the state of Wisconsin as options to be your mentor. There will be bibliographies on all mentors so you can choose one that you believe will be the best fit for you. All mentors at this point will be W-ONE members.

All you need to do is to make the initial communication via the contact information provided in the Bio. The next steps of building this relationship are up to you and your chosen mentor. This program is formal in structure but allows for flexibility based on the mentor and mentee goals, timelines and schedules.

Please consider this opportunity and take advantage of this wonderful journey of leadership mentoring and nurse leadership success.



Judy Warmuth, WHA Liaison
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WHA Update

Legislative/Policy Update: The time seems to be right for introducing bills that expand the responsibility of the Department of Regulation and Licensing (DRL). Bills to license new groups, bills to expand the responsibilities of groups and bills to expand the authority of credentialing boards are working their way through the legislative process. Most of these bills do not directly impact the profession of nursing, but all may have an impact on the workload of the DRL. In the past, this type of workload increase has resulted in an increased time to license, relicense and investigate all of the professions regulated by DRL, including nursing.

At the same time, a new position of Special Assistant to the Secretary has been created at DRL to address and improve work processes. The first process to be addressed will be the time to review and address complaints against licensed professionals. Success with this project will help all professions and better serve the public.

The Ban on Mandatory Overtime bill passed successfully out of the Senate Health Committee on a 4 to 3 party line vote. WHA continues to educate legislators about our concerns with this legislation. New fiscal notes indicate the ban would cost the state--apparently the chief user of mandatory overtime--more than five million dollars. It is not too late to talk with policy makers on this issue.

WHA Health Care Workforce Report 2009: This annual report has just been released. It can be accessed at www.wha.org/2009WorkforceReport.pdf. (See social media news release/video at: <http://pitch.pe/33378>) The primary messages of this report is that the current recession in Wisconsin will not prevent or solve long-term workforce issues and that WHA member hospitals are actively working to assure a future workforce. You are welcome to share this report with local groups that are involved in workforce activities.

La Crosse Area Retirement and Departure Report: The Seven Rivers Region conducted a survey similar to the one done by the Fox Valley Alliance. Reflecting the current economic environment, 32% of respondents are interested in a gradual reduction of hours leading to retirement and a similar number are interested in casual or contract employment leading up to retirement. The full report is available at: <http://home.lmhsconsortium.org/LMHSC-DepartureReport-WEB.pdf>

Nursing Workforce Survey: The Department of Regulation and Licensing has asked for help distributing information about the survey that will be attached to the RN license renewal process. Any way that W-ONE members can inform and prepare nurses for the required study will be appreciated and help assure a good response rate.

As always, please contact me if you have workforce or policy questions or concerns.

W-ONE Professional Development and Research Committee

The 2009 application process for the W-ONE scholarships has closed as of October 15, 2009. The applications are under review and awards will be announced later in November. The research grant is still open until November 15, 2009. Please go to the W-ONE web site (<http://www.w-one.org>) for more information and to access the online application information and forms.

The mentoring program is ready to go with the launch of the new and improved W-ONE web site! Stay tuned for more information, directions and a list of great mentors to contact for your professional growth and development.

Respectfully submitted,
 Kathryn Olson, RN, BSN, MA, NEA-BC, Professional Development and Research Chair W-ONE
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- Please contact Pam Aud whenever you have a change in either employment or residential address to guarantee timely mailings. E-mail paud@wha.org or 608/268-1806.
- Submit articles for publication in the next issue of Horizons to Paula Hafeman, 920/433-8204, phafeman@stvgb.org.
- If you are interested in being a part of a specific committee, contact the committee chair.

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